Cameron and Quinn’s Organizational Culture Framework

Case Study and Analysis Report Submitted for Effective Communications

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Introduction

Over the last two decades, it has become increasingly evident that organisations, while generally identical in nature, can vary dramatically in terms of efficiency and effectiveness. There tend to be variables that pervade organizational life and have an impact on every aspect of the organization's operations.

Organizational culture research derives from this realisation, which is shared among both academics and practitioners, with the assumption that once the complexity and unpredictability of organisations are better understood, their efficiency and efficacy can be significantly enhanced by implementing better organizational designs.

Culture is studied for a variety of reasons, but one of the most significant is to learn how it impacts organizational efficiency in order to improve productivity – arguably one of the most important organizational-level variables.

Robert E. Quinn and Kim Cameron developed the Organizational Culture Assessment Instrument (OCAI), a validated survey method to assess current and preferred organizational cultures. The OCAI is based on Quinn and Cameron's Competing Values Framework Model.

The framework explains how the four organizational cultures compete with one another. The four parameters of the framework include internal focus and integration vs. external focus and differentiation, and stability and control vs. flexibility and discretion. Based on these parameters, the framework breaks organizational cultures into four distinct quadrants or cultural types: The Clan Culture, the Adhocracy Culture, the Market Culture, and the Hierarchy Culture.

Methodology of evaluation

Each culture type contains 6 questions, hence, there are a total of 24 questions in OCAI that describe six scenarios, including dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis, and criteria of success. Based on the "content" of these six scenarios, four types of cultures are formulated, namely, clan, adhocracy, market, and hierarchy. The six scenarios/questions are used to stimulate the respondents to interpret the relative resemblance of the cultures of their own enterprises.

The four cultures that represent an organization:

1. **Clan Culture (Collaborate Culture):** a friendly, people-oriented workplace. People have a lot in common, and it feels like a large family. Leaders are seen as mentors. The organization values loyalty, tradition and participation. They emphasize long-term Human Resource Development. Success is defined as addressing the needs of the clients and caring for people. They value teamwork, participation, and consensus.
   Example: Twitter, Zoom and Nike.
2. **Adhocracy Culture (Create Culture)**: a dynamic and creative work environment. Leaders are seen as innovators and risk takers. Experiments and innovation are a way of bonding. Prominence is emphasized. They want to grow and create new resources. New products or services are seen as a success. They value individual initiative and freedom.
   Example: Apple and Facebook
3. **Hierarchy Culture (Control Culture):** a formalized and structured workplace. Procedures direct behaviours. Leaders focus on coordination and organization. Formal rules and policies keep the organization together. They want to achieve stability and smooth execution of tasks. Reliable delivery, continuous planning, and low cost define success. They value efficiency and predictability.
   Example: McDonalds and other fast-food restaurants.
4. **Market Culture (Compete Culture):** a results-based workplace that emphasizes getting things done. People are competitive and focused on goals. Leaders are hard drivers, and producers. The emphasis on winning keeps the organization together. Reputation and success are the most important. Market dominance, achieving your goals, and high-performance metrics are seen as success. The organizational style is competitive.
   Example: Pre-existing market leaders like Tata Consultancy Services (TCS) and General Motors.

Stage I - Case Study

For the purpose of this project, we got two different organizations from the same industrial background to take the Organizational Culture Assessment Instrument (OCAI),a fifteen-minute test that enables organizations in determining their current culture versus their preferred culture.

The two organizations that took the OCAI test were The Hindu and Hindustan Times. Both of these organizations are English newspaper dailies. Their results gave us further insights into the corporate culture of these organizations which in turn helped us in comparing their cultures.

From The Hindu we had Mr. Lalit Sharma, the regional manager of the North India branch and from Hindustan Times we had Mr. Prashant Sankhe, the general manager of the Mumbai branch take the OCAI test.

Research Objective:

In the above case study of the relationship between organizational culture and effectiveness, this report focuses on the following research objective relating to the Indian state-owned newspaper enterprises: To examine if the relationship between organizational culture and effectiveness is reciprocal and whether organizational culture is both an asset and a liability, depending on its positive or negative impact, on organizational effectiveness.

Research Design:

The research design comprises two stages:

(1) The first stage comprises preliminary case studies of selected Indian newspaper enterprises with the purpose to test their Organizational Cultures using OCAI – Organisational Culture Assessment Instrument. OCAI has previously been widely used and tested as reliable in measuring organizational culture. Two newspaper companies from India are selected from a complete list of the Indian Newspaper Enterprises. The results of the selected case studies are presented in this report (which, from respondents' feedback, show that OCAI is suitable in terms of validity and reliability, for measuring organizational culture of Indian newspaper companies).

(2) The second stage comprises an analysis of the newspaper enterprises using OCAI to assess their organisational culture profiles. The culture profiles from this stage are mapped onto the effectiveness measures in order to analyse whether culture is a variable to explain the variance in organisational effectiveness.

These organizations have not concretely defined their respective organizational cultures however, these organizations have given a generic perspective towards the importance of organizational cultures. Their respective views on organizational cultures are as follows:

Hindustan Times believes that:

Culture is known to get passed on and evolve. So is the case with corporate ethos. “New people walk into companies with newer ideas every day and to sync this dynamism of the Gen Y with the company’s growth, one needs to keep evolving the work culture,” Ashwin Thacker, chairman & MD, Flamingo Pharmaceuticals, states.
Also, organisational culture flows from top to bottom, and from bottom to top. It is a team effort. A leader plays the most critical role of percolating organisational culture down to subordinates. According to Mashruwala, “Organisational culture is completely dependent on leaders. In fact, beliefs, ideas and values of the leaders shape the culture of their organisation.”

The Hindu believes that:

While it is true that choosing or changing organisational culture is the toughest — and most crucial — task, it is desirable that every organisation creates its own culture depending on its business strategy and objectives. The template suggested in the article could be a trigger, but the culture has to organisation-specific. A well-designed organisational culture has the force to influence the sub-culture of the surrounding environment.

Despite their believes, we have individually analysed their cultures based on the OCAI test, which will give us a brief understanding of how these enterprises think their organizational culture is, versus how the employees (respondents) think it is.

Graphic Results after the OCAI test

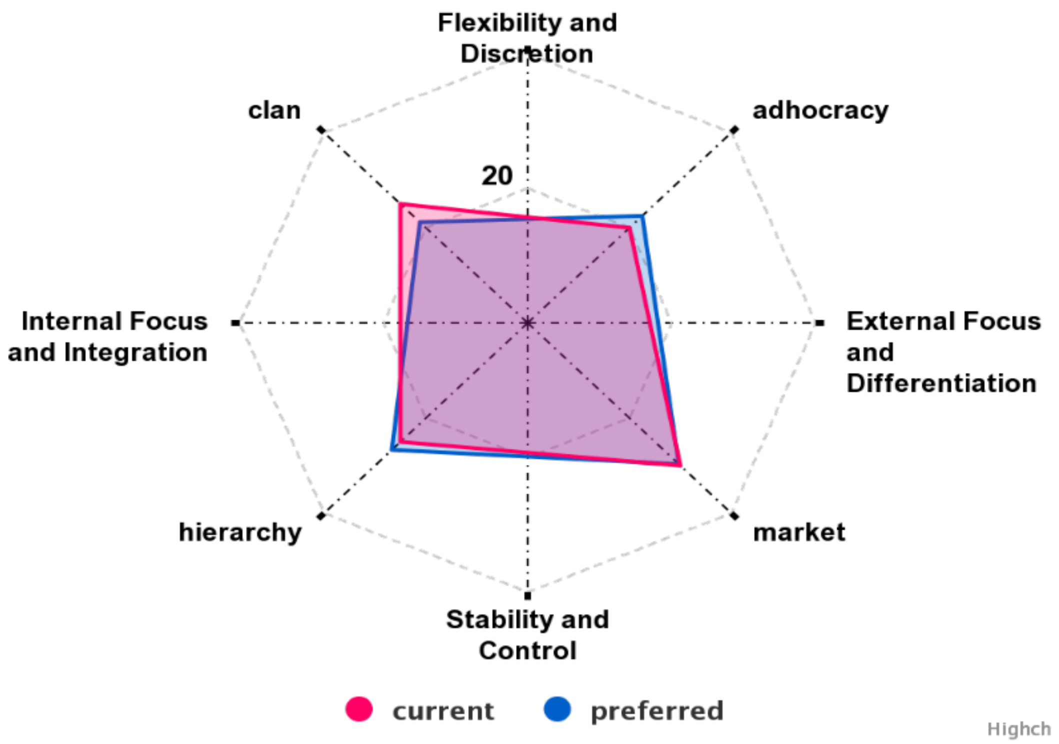

Figure 1: A graph depicting the current and preferred culture at **The Hindu**

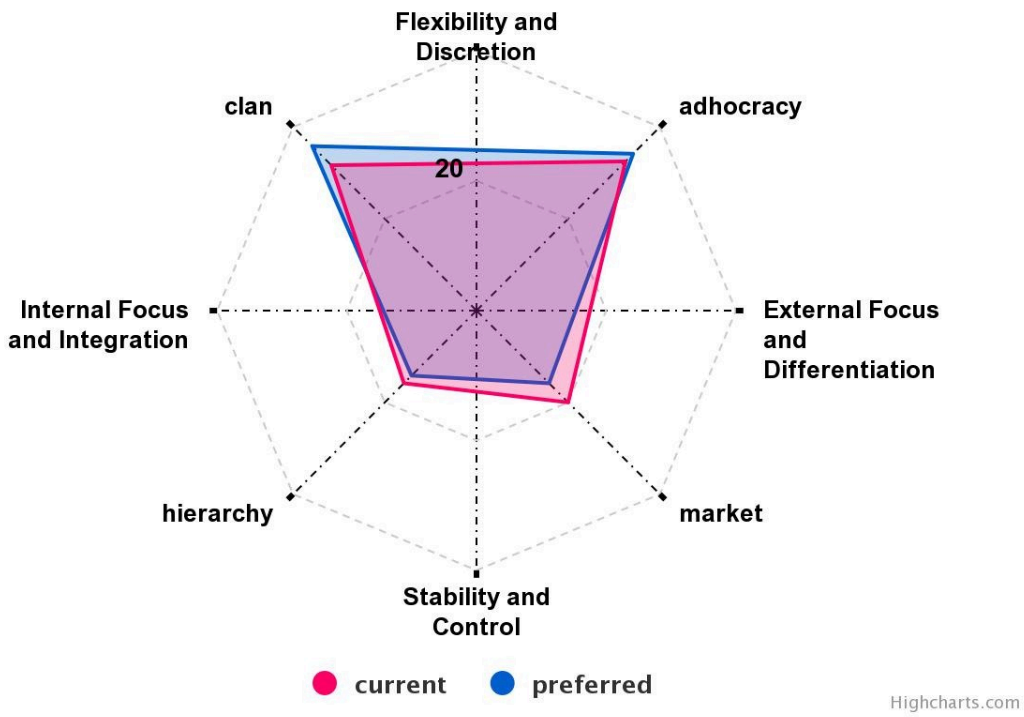

Figure 2: A graph depicting the current and preferred culture at **Hindustan Times**

Stage II - Analysis of the Case Study

Table 1: The Hindu vs Table 2: Hindustan Times

	Current	Preferred
Clan	25	21.17
Adhocracy	20	22.5
Hierarchy	30	29.67
Market	25	26.67
	Current	Preferred
Clan	31.67	35.83
Adhocracy	32.50	34.17
Hierarchy	20	15.83
Market	15.83	14.17

1. The Dominant Culture

The strength of an organization's culture is determined by the number of points awarded to a particular culture type. The higher the score, the more dominant the culture type. Research has shown that strong cultures correspond with homogeneity of efforts, a clear sense of direction, an unambiguous environment and services. The extent to which a company needs a strong, homogenous culture (instead of a varied, balanced mix of cultures) often depends on the environment: is the environment complex, how flexible should the organization be in order to respond effectively to a changing situation? If a culture is strong, changes will require more efforts.

In the case of **The Hindu,** we see the following:

The dominant culture is the type that scored highest, in this case Hierarchy culture (30 points): structure, procedures, efficiency and predictability. Followed by market culture (25 points): results-oriented, production, goals and targets and competition. Third is clan culture (25 points): a very pleasant place to work where people share a lot of themselves and commitment is high. The adhocracy culture is present as well (20 points): a dynamic, entrepreneurial, and creative place to work. Conclusion: Apparently there is a mixture of cultures where an emphasis is placed on <u>efficiency and results.</u>

In the case of **Hindustan Times,** we see the following:

Adhocracy culture (32.50 points): a dynamic, entrepreneurial, and creative place to work. Followed by clan culture (31.67 points): a very pleasant place to work where people share a lot of themselves and commitment is high. Third is market culture (20 points): results-oriented, production, goals and targets and competition. The hierarchy culture is present as well (15.83 points): structure, procedures, efficiency and predictability. Conclusion: Apparently there is a mixture of cultures where an emphasis is placed on creativity and cooperation.

2. Discrepancy between the present and preferred culture

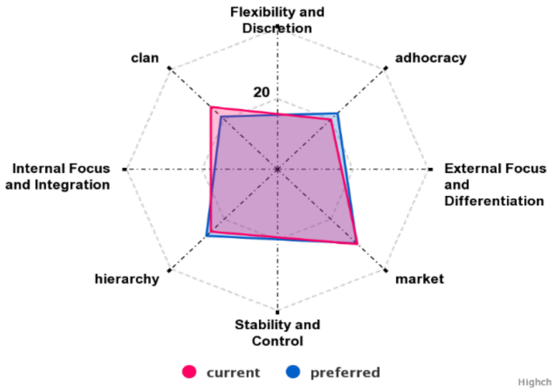

Figure 1: Graphic Analysis at **The Hindu**

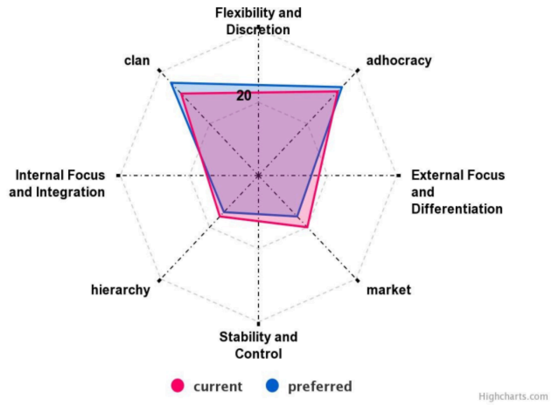

Figure 2: Graphic Analysis at **Hindustan Times**

In Figures 1 and 2, we can see the difference between the current and the preferred culture. Red represents the current culture; blue represents the preferred culture. Differences of over 10 points are especially relevant and should induce the company to take action. This discrepancy yields important information about any desired changes; i.e. which direction should the organization move in? If the difference is less than 10 points, this doesn't mean no action is required.

In the case of **The Hindu** (Figure 1)**,** we see the following:

The largest desired difference can be seen in clan culture, with a decrease of 3.83 points: the focus on people could be considerably less. Subsequently adhocracy culture with an increase of 2.5 points which means that there should be more focus on creativity. Market culture increases with 1.67 points implying that there needs to be more focus on competition. Lastly, hierarchy culture decreases with 0.33 points which means that there should be slight flexibility in the organization. The dominant culture in the preferred situation becomes hierarchy culture, followed by market culture, adhocracy culture, and clan culture.

In the case of **Hindustan Times** (Figure 2)**,** we see the following:

The largest desired difference can be seen in hierarchy culture, with a decrease of 4.17 points: there should be less focus on routine work and the organization must become slightly more flexible. Subsequently clan culture with an increase of 4.16 points: the focus should be diverted slightly towards the people and away from the results. Adhocracy culture increases with 1.67 points: the organization must encourage creativity slightly more than it has been doing currently. Market culture decreases with 1.66 points: the organization must focus less on securing the position as a market leader. The dominant culture in the preferred situation becomes clan culture, followed by adhocracy culture, hierarchy culture, and market culture.

Conclusion

This report presents a theoretical framework developed for investigating the culture and effectiveness of Indian newspaper enterprises. It also offers a proposed methodology for testing the culture as stage 1 shows that the OCAI questionnaire can be used in assessing the culture profiles of the Indian companies and that differences seem to exist in different regions although **hierarchy** and **clan** cultures still dominate.

Culture researchers concur that the social or national culture within which an entity is physically located is one of the most significant influences that affect its culture. The founder's or other dominant leader's vision, management style, and personality, as well as the form of company and nature of the business climate. With the recent 20 years' economic reform, market culture needs to be enforced more during competitive times to ensure that the primary focus is on the outcome so that timely results can be achieved. The low score of adhocracy culture in the general culture profile suggests that innovation and risk-taking spirits are still quite low among these enterprises, thus, questioning their survival in the long run.

The transition to a market economy, growing pressure from competitors, new information and production technologies, global markets, the current financial crisis and global recession, have all contributed to the need for enterprises, as well as individuals, to change the way they work. The same factors apply today, when markets require a fast response. Big multinational enterprises have come to realize that apart from the traditional quantitative or financial tools affecting enterprise competitiveness, qualitative non-financial factors have a substantial impact. Organizational culture, which affects the quality of an enterprise, is one of those significant factors. The value of organizational culture is underestimated by most of the enterprises. As a tool, it enables enterprises to unify the various values, interests and approaches of employees. The values shared by employees provide an enterprise with the preconditions for the effective leadership of the employees, resulting in better success in the market. While we conducted our research-based survey, we found out that in these two newspaper daily organizations, a hierarchical organizational culture based on adherence to exact rules, procedures or directives prevails. Emphasis is put on the smooth operation of the organization, which is ensured by the exact fulfilment of time schedules and the reliability of supplies. However, the results also suggest that the respondents would appreciate a tendency towards a friendlier, family oriented working environment in the future. This is a typical feature of clan organizational culture, which is oriented towards people and customers. In cases where the management of an enterprise can refocus its attention on its own employees, we can expect those employees working in better conditions to be better able to influence the quality and effectiveness of their work, and therefore the results of the entire enterprise.

References

Organizational Culture Assessment Instrument (OCAI): https://www.ocai-online.com/

Questionnaire: https://www.academia.edu/32069452

Sample Report:https://www.uttyler.edu/facultysenate/files/ocaisurveyfinalreportforuttyler.pdf

More about OCAI:
https://ocai.wordpress.com/2010/05/21/organizational-culture-assessment-instrument-ocai-explained/

Sample Analysis Report: https://www.irbnet.de/daten/iconda/CIB6199.pdf

Contributions of every member

Vanshika Mistry:

- Designed the PowerPoint Presentation
- Co-ordinated all the team members
- Developed the Case Study and Analysed it
- Got the group in touch with the general manager of Hindustan Times

Tirth Bhatt:

- Explained the framework to the group
- Suggested the flow of content
- Assisted in the designing of the PowerPoint Presentation

Toshak Sharma:

- Assisted in developing the case study and its analysis
- Got the group in touch with the regional manager of The Hindu
- Explained "What is cultural change and Why is it needed"

Vansh Chopra:

- Assisted in designing the Case Study
- Designed the Infographics included in the presentation
- Assisted in making notes and highlighting keywords included in the presentation

Varun Poddar:

- Assisted in developing the case study and its analysis
- Explained the methodology of OCAI to the group
- Suggested the flow of content

Learning Obtained

Vanshika Mistry:

Until this project was assigned to us, I was unaware of what an Organizational culture even is. This project has taught me a lot about how various organizations have different cultures, how these cultures are dependent on various other factors, how organizations no matter how successful can fail due to an inappropriate culture. It has also taught me how organizations need to carefully undergo a change if there is need for any. I learn about various other Assessment instruments other than the OCAI which also help in finding out an organization's current versus preferred culture.

Tirth Bhatt:

I learnt that in today's competitive markets it's extremely necessary to understand one's organisational culture. It not only gives an individual a knowledge about the existing norms and behaviours of people but also makes them realise what type of culture is needed and suited the most. Understanding the culture provides the basic sense that what is needed to be changed and how the dynamic culture would prove beneficial to the individual, firm and the society. I also learnt that the work culture needs to keep changing according to the needs of the organisation and in the long run the firm which adapts the most prospers the most.

Toshak Sharma:

It has helped me in gaining insights into the effect and importance that organizational culture has in the working of an organisation. Furthermore, I learned about Cameron and Quinn's work regarding the same which was an unexplored field for me and added on to the technical aspect of the topic.

Vansh Chopra:

This project has taught me a lot about various organizational cultures present in an organization, how these cultures can be different in different organizations even when they come from one industrial background. Additionally, I even learnt the importance of team coordination and time management.

Varun Poddar:

This assignment has given me a lot of insight in how big of a role organization culture has in a corporation, before this I didn't even know what organization culture exactly was. Thanks to the OCAI test I know how to manage my future organization.

Sr. No	Date and Time (30 – 45 minutes)	Medium used	Names of Absentees	Topics discussed	Ar re
1.	15/02/21 @ 7 p.m.	Zoom	-	Introducing the framework	
2.	16/02/21 @ 7 p.m.	Zoom	-	Understanding the concepts of the framework	
3.	18/02/21 @ 7 p.m.	Zoom	-	Group Discussion and Doubt Solving Session	
4.	19/02/21 @ 7 p.m.	Zoom	Toshak	Developing the Case Study	
5.	20/02/21 @ 7 p.m.	Zoom	Varun	Analysing the Case study	
6.	21/02/21 @ 7 p.m.	Zoom	-	Report Writing	
7.	22/02/21 @ 7 p.m.	Zoom	Vansh	Report Writing	

8.	23/02/21 @ 7 p.m.	Zoom	Vansh	Trial Run 1	
9.	24/02/21 @ 7 p.m.	Zoom	-	Trial Run 2	
10.	25/02/21 @ 10 a.m.	Zoom	-	Trial Run 3	

Meetings held with the members